THE GLOBAL LINE
Serving the U.S. Army Field Support Command
APRIL 2006 VOLUME 3, NUMBER 3

Army orders Lean Six Sigma

WASHINGTON – A deployment order went out Army-wide on March 6 to execute the business transformation principles of Lean Six Sigma throughout the force to free up resources for the operational Army and to more quickly provide equipment to the Soldier.

"This is the largest deployment of management science since the beginning of the science," said Mike Kirby, deputy undersecretary of the Army for business transformation. This position was created to oversee the deployment of Lean Six Sigma across the Army. Kirby emphasized the need for both leaders and workers to embrace the principles.

"The increased focus on measuring results brought about by personal leadership," said Secretary of the Army Francis Harvey, "will ensure that the Army realizes evolutionary transformation in all its processes, and ultimately benefits from revolutionary outcomes."

"Where it has already been implemented, it has been successful," Kirby said. "The workforce is 100 percent behind it."

But Harvey doesn't plan to limit the application of the process to factory floors. He is applying the principles to his own administrative services, installations, military construction, recruiting, medical capabilities and civilian human resources.

-- Staff Sgt. Carmen L. Burgess, Army News Service

"We are turning things around faster for the warfighter. This is showing significant savings and improvement wherever it has been implemented." **--**
Gen. Benjamin S. Griffin, commanding general of Army Materiel Command, on Lean Six Sigma.

Crane believing in Lean Six Sigma

For the people at Crane Army Ammunition Activity, "seeing is believing" when it comes to Lean Six Sigma.

Six Sigma is an acronym for six words, beginning with "s", that identify the methods used to improve workplaces and work processes: sort, straighten, scrub, safety, standardize, and sustain.

Crane's Continuous Improvement Office continues to proactively utilize Lean Six Sigma methodologies to improve efficiencies, create cleaner and safer work places, and develop "at a glance" visual management tools.

The six steps of Lean Six Sigma, when used together, create a "better" workplace by eliminating wastes and maximizing value-added work. A "better" workplace means less clutter, with a place for everything and everything in its place. This creates a less stressful and safer work environment which in turn improves the use of our most valuable resources: people, material and supplies, and equipment.

The team approach is critical to the success of all Lean Six Sigma activities. A positive attitude and a willingness to improve the work area have a tremendous impact on the success of the process.

The Six Sigma process began with the team sorting out what equipment or supplies were needed. This required the team to be brutally honest as to what they had or had not used in the recent past. Unneeded items were

Continued on page 8

On the Record: Maj. Gen. Jerome Johnson, CG AFSC

On March 6, the Secretary of the Army issued a deployment order that called for the implementation of the business transformation principles found in Lean Six Sigma at all levels and throughout the force. In the Army-wide order, Dr. Francis J. Harvey expressed his passion for transformation and for the principles of Lean Six Sigma. He stated that adoption of these principles "will ensure that the Army realizes evolutionary transformation in all its processes, and ultimately benefits from revolutionary outcomes."

Ladies and gentlemen, we now have our marching orders. I am pleased to note that we are one step ahead, because we have already begun to implement Lean Six Sigma at many of the installations, sites and organizations throughout our Command.

But we are still far from full implementation of Lean Six Sigma, and we have yet to embed its principles within all our functions and processes. Our "evolutionary transformation" continues, and we are not to the stage where "revolutionary outcomes" with widespread benefits are produced routinely, as can happen in an organization that has been fully and successfully transformed.

Lean Six Sigma can only succeed in organizations in which the leadership is fully committed to its principles and to its widespread implementation. Let me assure all of you that I am personally committed to Lean Six Sigma, and I am determined to make it an integral part of our Command culture. My commitment and determination stem from personal experience and observation: I have seen what can result when Lean Six Sigma is integrated into a process, and I know that it can add value, improve quality, speed response time, and eliminate waste and bureaucracy.

Process improvement of the sort that can be achieved through Lean Six Sigma is not a luxury, a "nice-to-have" item, or a passing management trend. It is, in fact, an absolute necessity in the time we live in – a time that finds our nation at war against an implacable terrorist enemy bent on destroying our freedom and our way of life.

Terrorists and insurgents respect no borders, answer to no legitimate authorities, attempt to strike without warning, and use brutal tactics intended to spread fear and uncertainty. This is a different kind of enemy requiring a different kind of response – a quick, agile, decisive response, a response that it the end product of processes that are lean, efficient, effective and focused.

I am not claiming that Lean Six Sigma is the "magic bullet" that will single-handedly win the war on terror. But it is a tool we can use to vastly improve our processes, and thus improve the products and services we deliver to those we serve – the men and women in uniform who are fighting for our freedom.

Our commitment to Lean Six Sigma should be based on our underlying commitment to our Soldiers, Sailors, Airmen and Marines. They deserve the very best we have to offer, and Lean Six Sigma can help us achieve our best. That alone makes it worth engaging.

THE GLOBAL LINE

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ON THE LINE

AMC dedicates room to fallen AFSC civilian

Photos by AMC News Service

Left: AMC Gen. Benjamin S. Griffin applauds as Linda Villar's daughter, Tanesha, unveils the commemorative plaque dedicating the AMC headquarters multipurpose room the Villar Conference Room. Right: Villar's husband, David, sister Renee, and daughter, Tanesha, stand at the memorial plaque.

FORT BELVOIR, Va. — The Villar Conference Room was dedicated by Headquarters, Army Materiel Command leaders and family members of Linda J. Villar in a ceremony March 10.

The multipurpose room was officially renamed with the unveiling of Villar's commemorative plaque.

Villar, acting chief, 3rd Infantry Division logistics support element, Baghdad, Iraq, was killed when an insurgent mortar round struck Camp Liberty June 3, 2005.

"Linda leaves behind a reputation of excellence; she leaves behind a reputation that serves for all of us that wear this uniform, whether you're a civilian or military. Linda Villar is a tremendous example for all of us to look up to and remember," said Gen. Benjamin S. Griffin, AMC commanding general and host of the ceremony.

Villar, 41, spent most of her 24 years of civilian service with AMC, including the U.S. Army Soldier Systems Center, the U.S. Army Soldier and Biological Chemical Command, and the U.S. Army Field Support Command. Her awards include the Defense of Freedom Medal, the Meritorious Civilian Service Award and the Army Achievement Award. She was a Franklinton, La., native and was assigned to Fort Stewart, Ga.

"Anyone that didn't meet her really missed a great opportunity. She really touched everybody, and anyone that crossed paths with her knows what I mean," said Villar's husband David, a logistics assistance representative, Fort Stewart, Ga.

Villar's family in attendance included husband, David, daughter, Tanesha Prioleau, mother, Dorothy Magee, sister, Renee Brown, brother-in-law, Joseph Villar, and nephew Joseph Jr. Several of Villar's friends attended as well.

Special guests were Maj. Gen. Jerome Johnson, commanding general, Army Field Support Command, Jack Dugan, deputy commander, TACOM Life Cycle Management Command, Brig. Gen. Mark O'Neill, 3rd Infantry Division assistant division commander - support, and Lt. Col. and Mrs. Curtis Wood, logistics assistance officer, Fort Stewart, Ga.

"This plaque will stand in this room and be a representation of what she stood for, and for all of us to look up to and remember on a daily basis as we serve those who go in harms' way," said Griffin.

In December 2005, Fort Stewart honored Villar with a room dedication, and in February the Communications - Electronics Command Forward Repair Activity, Army Field Support Brigade - Iraq, dedicated a gate.

-- Beth E. Musselman, AMC Public Affairs

Spotlight: JMC activities on target

Radford Army Ammunition Plant

Photo provided by Radford Army Ammunition Plant

Most of the time when you think of ammunition, you think of bullets and bombs. Period. But rarely do you think of the many components of those bullets and bombs, namely the components that propel them and make them explode. Propellants and explosives: that is the focus of Radford Army Ammunition Plant, located in Radford, Va.

Established in 1941, Radford's primary mission is to "manufacture propellants and explosives in support of field artillery, air defense, tank, missile, aircraft, and Navy weapons systems." Its vision is to be "a world class leader in quality explosive and propellant research, development and manufacturing."

It is a government-owned, contractor-operated plant. Its current contractor is Alliant Ammunition and Energetics. Radford produces such things as nitrocellulose, nitroglycerin, nitric acid, propellants, medium-caliber ammunition and explosives such as TNT.

Historically, Radford's production capabilities have been exclusively in support of DOD contracts, according to spokesperson, Joy Case. "Today, however, the plant is continuing to expand its sales into the commercial marketplace, including sales of acid, nitrocellulose, and various propellants," said Case. "Additionally, as a direct result of the Armament Retooling and Manufacturing Support (ARMS) initiative, idle facilities (land, buildings, equipment, utilities and communications) are now available for on-site tenants."

The diversity of Radford's idle facilities affords virtually unlimited opportunities for the commercial manufacturing/service sector, she added.

"Energetics will be manufactured in a state-of-the-art TNT production facility, without producing any hazardous waste, which is sufficiently flexible to produce next-generation Insensitive Munitions energetic materials," said Case. "RFAAP has embarked upon a transformation/modernization effort in the main plant facility to consolidate operations. This will provide a more modern, lean and efficient facility, thus reducing the Army's operating and production costs."

"As the Commander of Radford, I am committed to ensuring that we provide quality propellants, energetics, and munitions to our warfighters," said LTC Ronald Fizer, Commander, RFAAP. "Our mission here at Radford provides vital munitions resources to warriors throughout the Department of Defense and with the help of dedicated government staff, we ensure that the mission is accomplished with emphasis on safety, quality assurance oversight, environmental compliance and fiscal responsibility.

"In addition to our daily mission of production, we are implementing a modernization strategy that will reduce the potential for critical failures, improve our operational efficiency, and reduce our operational costs," noted Fizer.

Housed in a compound that encompasses almost 7,000 acres, its facilities include 1,038 buildings. This further includes 214 igloos and over 657,000 square feet of storage space. The compound is totally self-sustaining with its own power generation, sewage treatment, water plant, and environmental controls.

The height of its employment occurred in 1964 during the Vietnam War when employment levels reach over 9,000. At present, Radford, together with the contractor, has a payroll of over $61 million, including 26 civilian employees, 1 military, and 1,371 contractor personnel. The combined operating budget is over $177 million.

— Margaret Browne, AFSC Public Affairs

Lake City Army Ammunition Plant

Lake City Army Ammunition Plant is located in Independence, Mo. Established in 1940, Lake City manufactures and provides small-caliber (5.56mm; 7.62mm; .50 caliber) ammunition to our armed forces. Lake City is owned by the U.S. Government, workloaded by U.S. Army Joint Munitions Command, and operated under contract by Alliant Techsystems (ATK).

Its stated mission is to provide quality ammunition for training, maintaining and sustaining combat power. The plant seeks to manufacture and deliver ammunition safely, on time, economically and in an environmentally responsible manner while maintaining a viable, reliable and responsive small-caliber ammunition production capability. Lake City also performs small-caliber stockpile reliability testing for the U.S. Defense Department and provides testing support to NATO. Lake City's vision is to be "the recognized world leader in the manufacture of high-quality, cost-competitive, military small-caliber ammunition."

Lake City Army Ammunition Plant has served the military for over 60 years and the plant remains an essential component of the Army's logistics system. Plant activity is high and, despite aged equipment and facilities, the plant has met or exceeded unprecedented production requirements during the last 12 months in support of the Global War on Terror. Lake City delivered 1.2 billion rounds during 2005.

Lake City figures prominently in Army ammo production for the future and has developed modernization and expansion plans to expand capacity from 1.2 to 1.5 billion/year by the end of FY06. That effort is designed around rehabilitation and reinstallation/ rearrangement of idle equipment and purchase of selected new equipment items.

Lake City is housed on a compound that is almost 4,000 acres, with 466 buildings, including 40 storage igloos and over 700,000 square feet of storage space.

The combined economic impact of Lake City and its contractor in FY 2005, was approximately $500 million with 27 Department of the Army civilians, one military, and over 2,400 contractors and subcontractor on the rolls.

— Margaret Browne, AFSC Public Affairs

AFSC wins DoD Value Engineering Award

Kenneth J. Krieg, Under Secretary of Defense for Acquisition, Technology, and Logistics announced March 14, that the U.S. Army Field Support Command has won the Department of Defense fiscal year 2005 Organization award for the Army's outstanding Value Engineering (VE) program.

The DOD annually honors organization in each service "that have made a noteworthy contribution to the application/implementation of VE to areas under their cognizance." A longtime productivity program in the armed forces, VE aims to deliver improved products and services, while reducing costs, through a disciplined process challenging materials, technology, processes, and procedures throughout an item's life cycle, including the full range of logistics and support operations.

AFSC won the DOD Organization award for the first time by achieving $135 million in VE savings, 770% of the assigned goal of $17 million, and the highest total savings of any U.S. Army Materiel Command's major subordinate command. AFSC won the AMC Organization VE award earlier in March, then AMC nominated AFSC for the DOD award.

The Program Executive Office-Ammunition (PEO-AMMO), which participates in the AFSC's VE program, led the way with nearly $118 million in VE savings. Notably, PEO-AMMO saved $95.4 million by replacing M889A1 high explosive cartridges with M879, 81mm full range practice cartridges salvaged from the Marines at no cost. In a second project, a VE study developed a new plastic

Continued on page 10

AFSC employee wins AMC civilian intern award

Mark E. Mower, contract specialist and federal career intern, has been awarded the Army Materiel Command Frank S. Besson Jr. Award in the Civilian Intern Category based on his contribution to acquisition excellence and Soldier support. According to his nomination, Mower's performance during fiscal year 2005 contributed to the success of the Army Field Support Command's chemical demilitarization mission. Mower was honored during the AMC Prinicipal Assistant Responsible for Contracting Conference in Natick, Mass., March 15-17.

Mark Mower

Mower is a graduate of Augustana College in Rock Island, Ill. and received a masters degree in business from St. Ambrose University in Davenport, Iowa, prior to beginning his government career in July 2004.

Mower's first rotation in the contracting organization was working in the Chemical Demilitarization Branch (CDB). In November 2004, only four months after beginning his internship in contracting, he was assigned full contract specialist responsibilities for the Pine Bluff and Johnston Atoll Chemical Agent Disposal System (JACADS) chemical demilitarization contracts. Using his prior business experience and education, Mower successfully managed these two complex cost-reimbursable contracts with a combined value of over $1.2 billion.

CDB allowed Mower to participate in several job shadowing opportunities. He spent a week with the Corporate Administrative Contracting Officer (CACO) at DCMA in Seattle; a week at the Pine Bluff Chemical Demilitarization Facility, where he participated in a contract management review; and several additional weeks with the Pine Bluff's contracting officer. Mower welcomed the opportunity and was "surprised at their [CDB's] willingness to invest [in his training] and to take a risk" on his abilities.

With the intention of increasing the organizational productivity pertaining to the assigned contracts, he developed a pivot table system designed to track obligations and distributions. These tables resulted in the successful tracking of overall contract obligations of more than $100 million per contract, streamlined contract administration procedures, and significantly improved the accuracy, reliability and timeliness of contract modifications.

Mower strongly believes that the group's internal "we can-do it" spirit was key in the acceptance and development of the new tracking system.

-- Rebecca Perez, AFSC Career Intern

Gen. Griffin tours Iowa Army Ammunition Plant

Gen. Benjamin S. Griffin, commanding general of the US Army Materiel Command, traveled to southeastern Iowa March 29 to tour production lines at the Iowa Army Ammunition Plant.

IAAP, located just outside of Burlington, Iowa, is a government-owned, contractor-operated facility and is one of the key players in ammunition production for the Department of Defense. The installation is subordinate to the U.S. Army Joint Munitions Command and is partnered with American Ordnance for the production of several different munitions.

Gen. Griffin described ammunition production as a top priority for today's military. "Ammunition production is a constant challenge to meet both

U.S. Army Photo by Allen Marshall

Gen. Benjamin S. Griffin, commanding general of the Army Materiel, listens to employees at IAAP.

Continued on page 8

JMC ammunition success stories:

Supply Depot Operations (SDO) Assessments

In January, the US Army Materiel Command, Army Field Support Command, Joint Munitions Command, and US Defense Ammunition Center combined resources and expertise to conduct supply depot operational assessments at nine JMC storage activities and Pine Bluff Arsenal. The assessments' purpose was to determine the degree to which key management controls were in place and working as intended.

The assessments were structured to review regulatory compliance in six functional areas (inventory, document control, physical security, quality assurance and surveillance, transportation, and explosive safety) and 53 processes. Subject-matter-experts conducted on-site reviews to determine each process reviews compliance level with governing SDO policies, procedures, and regulations. An annual review will be performed at each installation until such time as all functional areas and their respective processes obtain a green rating (full compliance). Fiscal year 2006 and out-year assessments will be coordinated with AFSC Command Assessment Program to the maximum extent possible.

-- Sebastian Curtis, SFSJM-LIS, 2497

Ammunition Depot Automation - Support to the Combatant Commanders

Munitions Transportation Management System (MTMS) and the Munitions Transportation Management System - Field Module (MTMS-FM) continue to facilitate and standardize depot ammunition operations automation processing. These two systems are achieving depot operational efficiencies while increasing accuracy and visibility of assets. MTMS/ MTMS-FM are supporting the Combatant Commanders with visibility of munitions through-put, allowing them to synchronize and integrate operations. The Field Module is systemically supporting ammunition accountability by integrating Automatic Identification Technology (AIT) into the receipt, inventory management, and shipping transaction processes. MTMS and the Field Module support the CENTCOM directive to tag all ammo containers en route to theaters; and feed the automated information system to provide real-time visibility of logistics information.

-- Chris Vercautren, SFSJM-LIS, 7430.

Centralized Ammunition Management

JMC's mission is to provide the right ammunition to the right place at the right time. Centralized Ammunition Management, commonly referred to as CAM, is a new logistics tool that places asset visibility as its top priority. Organized in 2000, CAM now uses 78 locations in four CONUS regions to provide resupply, training and mobilization ammunition to our military forces.

The CAM concept begins and ends with the war-fighter. It synchronizes wholesale and retail ammunition systems, brings clarity to training ammunition storage and shipping at CONUS locations, and provides end-to-end tracking for the customer.

Logistics specialists and inventory managers at JMC assess training authorizations and basic load requirements against stock on hand to determine the correct stockage levels and process/fill requisitions to meet those requirements. Currently, there is one process for regular monthly forecast training and an abbreviated process for unforecast mobilization training requirements. CAM is meeting the needs of the war-fighter by meeting customer required delivery dates 100 percent of the time for mobilization, and 99.4 percent of the time for home-station training.

The CAM process is currently being incorporated into the National Level Ammunition Capability website developed by Science Applications International Corporation (SAIC). The site will consolidate data containing training forecasted requirements, asset posture, and asset management in a single location. When accessing the site, the JMC regional managers and Ammunition Supply Point (ASP) managers can analyze requirements and develop requisitions for actual training needs. Eventually, the life-cycle of training ammunition will be totally visible (requirements, production, transportation to and from the depots and ASPs, receipt and issue at the ASP) at this NLAC website.

With CONUS CAM already successfully implemented, planning is underway to apply CAM in support of Army OCONUS and Joint Service applications.

-- Char Carpenter, SFSJM-LIA, 4111

Crane

Continued from page 1

The photos to the left and right illustrate the before and after impact of Lean Six Sigma in better organizing the Crane workplace.

disposed of according to policy.

The second step was for the team to straighten up and organize what was needed. The creation of a tool organizer would allow management to view "at a glance" whether all the tools were accounted for.

Next, the team had to scrub and clean everywhere, which included sweeping and mopping the floors. Lines to mark locations for equipment or processes were painted onto the floor. Laminated signs were added to cabinets, doors, and wherever the team felt it was needed to identify the location of materials and type of work performed in those areas.

Remembering the importance of safety, the team identified and resolved unsafe conditions such as slipping and tripping hazards.

Once an improvement is made, a standard must establish the who/what/when for upkeep. Persons responsible for tasks are identified and a regular maintenance schedule is developed.

The final step is to sustain, which requires self-discipline and care. Leadership must be committed to provide time and resources to maintain the improvement.

Lean Six Sigma can be applied to any business or manufacturing activity and all supporting activities. Lean Six Sigma uses its processes to create and maintain a clean, safe, organized, and efficient setting that enables the highest level of value-added performance.

The Lean Six Sigma project at one of CAAA's shipping facilities was so successful that a second facility is already scheduled for the near future. The designs for tool organizers will be reused and trained personnel will be reutilized.

-- Justin Cowell, Crane Army Ammunition Activity

Tour

Continued from page 6

deployed needs as well as our training needs," he said.

The general toured several of the facility's production lines during his visit, including tank and artillery ammunition production. He was impressed with what he saw.

"The men and women here are doing some of the most innovative things," the general said. "I saw the old and the new and was very impressed.

"There is a great relationship between the JMC and American Ordnance. Everyone is doing a fantastic job."

— Allen Marshall, AFSC Public Affairs

DoD announces realignment at Luxembourg

SECKENHEIM, Germany – As announced by the Office of the Secretary of Defense March 17, US Army operations will cease at the Army Field Support Brigade-Europe's (AFSB-EU) site in Bettembourg, Luxembourg, by the end of September 2006.

Due to ongoing realignment and transformation of US forces worldwide, the US Army's requirement for support of its Army Prepositioned Stocks (APS) has decreased in the European Central Region over the past several years. As a result, the workload at Bettembourg is insufficient to continue operations there.

This action will affect 11 U.S. military, three Department of the Army civilians and 11 host nation positions, as well as 213 host nation contractor employees.

U.S. Army Photo by Charles Fick

Warehouses Service Agency workers with Army Field Support Battalion-Luxembourg prepare equipment for delivery to combat forces.

The primary mission at the facility at Bettembourg has been to store and maintain Army Prepositioned Stocks. The APS site in Luxembourg has also performed reset work which involves restoring equipment that was deployed to full combat capability and other services such as agricultural cleaning.

Soldiers affected by the action will be reassigned, and every effort will be made to place US and local national civilian employees working for the Army in continuing positions. The Army wants to retain those loyal and capable employees that have been a part of the success of this command. Information will be provided to all employees as early as possible about the options available to them. Employees of the contractor will be subject to that firm's policies and procedures.

Ceasing operations at the facility will allow the Army to focus more resources on military transformation, the war on terror, and future force structure changes. As with all stationing actions, the US has coordinated with host nation officials at all levels before this announcement.

"The Army Field Support Brigade-Europe and the Army Materiel Command are extremely grateful for the outstanding service and consummate professionalism of the U.S. military, civilian, local national civilian and contract employees who have served so conscientiously at the Bettembourg facility."

Col. (promotable) Xavier P. Lobeto, commander, AFSB-Europe

AFSB-EU Commander Col. Xavier P. Lobeto stated, "The Army Field Support Brigade-Europe and the Army Materiel Command are extremely grateful for the outstanding service and consummate professionalism of the U.S. military, civilian, local national civilian and contract employees who have served so conscientiously at the Bettembourg facility. We are also extremely grateful for the longtime friendships we've enjoyed with our Luxembourg partners and their continued support to the US and NATO. We look forward to continued military cooperation in the future."

— Nikki St. Amant, AFSB-EU Public Affairs

Faces & Places

Photo by Dave Duncan, Milan Army Ammuntion Plant

Milan Army Ammunition Plant commander, Maj. Kristine V. Nakutis, is promoted to Lieutenant Colonel during a ceremony. Pinning the "silver oak clusters" on are Brig. Gen. James E. Rogers, commander, Joint Munitions Command and Nakutis's husband, Craig. Nakutis has commanded Milan since July 2004.

Col. (P) Xavier P. "Max" Lobeto, commander of the Army Field Support Brigade-Europe since July 2004, is among the Army colonels nominated for promotion to brigadier general. Defense Secretary Donald A. Rumsfeld announced the President's nominations April 11.

Award

Continued from page 5

casing for retrofitting on Modular Pack Mine Systems, making them combat-ready by eliminating casing cracks that exposed electronics and energetic material, thus saving/avoiding $19.1 million in new procurement. (The U.S. Armaments Research, Development, and Engineering Center—ARDEC—at Picatinny, N.J., provides technical and program administrative support to PEO-AMMO on ammunition projects. In fiscal year 2005, ARDEC won both AMC and DOD Special Initiative VE awards for excellence in supporting PEO-AMMO over the past three years.)

All Joint Munitions Command installations/organizations also exceeded their VE goals in FY 2005:

INSTALLATION/ ORGANIZATION	GOAL ($000)	SAVINGS ($000)	PERCENTAGE (%)
DAC	340	2,066	608
MCAAP	3,020	4,719	156
BGAD	1,570	1,572	100+
TEAD	1,260	4,911	390
CAAA	2,510	2,838	113

In fiscal year 2005, for the first time, an Army Field Support Battalion—AFSBn-Afloat, located in Goosecreek, S.C.—contributed to the VE program, producing $1.2 million in savings by purchasing an Aquamizer E-75 paint blasting system to handle increased equipment painting requirements. The new system eliminated the efforts of an inadequate paint blaster.

The award marks the second year in a row that AFSC has won a DOD VE achievement award. Last year the Defense Ammunition Center (DAC), McAlester, Okla., captured a Special Initiative award.

A Pentagon ceremony on June 15 will honor all fiscal year 2005 VE award winners.

—Bill Gallagher, AFSC Resource Management